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DEC 14 1954

MEMORANDUM FOR: Cable Secretary, Office of the Director

SUBJECT : Proposed Cable Secretariat Standing Operating Procedure No. 20-5, "Release of Cable Secretariat Personnel for Reassignment"

1. Pursuant to your memorandum request of 23 November 1954, I asked the Administration Career Board to review the proposed issuance cited above. The Board accomplished this review on 3 December 1954, and has submitted the following recommendation to me:

"The Board recommended very strongly that this policy not be established. It was believed that such practice would have a serious impact on the morale of the employees concerned, would be contrary to the concept that an employee finds his career with the Agency rather than with one of its components, and would be a management practice which the Inspector General could not approve."

2. I have studied the proposed issuance, and have reached the same conclusion as the Board. The need of the Agency rather than the need of a single component is the major consideration when considering employees for assignments. The procedure which you propose would appear to place Agency needs in second place for a prescribed period of time after a Cable Secretariat employee had been promoted. The adoption of such practice on an Agency-wide basis would seriously interfere with the Agency's ability to place its personnel where it needed them most and at the time it needed them. In addition, it is believed that the morale of Cable Secretariat employees would be adversely affected by the knowledge that they were in the only component of the Agency in which they would be excluded, for prescribed periods of time, from consideration for assignment and advancement opportunities open to all other employees. There is also the danger of creating the feeling that the employee must pay for his promotions by giving up his chances outside the Cable Secretariat for periods of time.

3. It is recognized that rapid turnover in Cable Secretariat personnel is a problem, but, in my opinion, the issuance of proposed CSSOP 20-5 might increase rather than decrease the turnover rate because

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of its effect on employee morale. I recommend, instead, a thorough examination of the basic reasons for attrition in the Cable Secretariat staff, and a positive program for creating the desire to remain with the component.

19/  
L. K. WHITE  
Deputy Director  
(Administration)

SA-DD/A:DST:mrp (11 December 1954)

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